



Inclusion and Diversity

All Hands Talk

Jim Misewich
Energy and Photon Sciences

logo: (2011)...UN World Day for Cultural Diversity, UNESCO and the UN Alliance of Civilizations (UNAOC) launched a global campaign to create a grassroots movement of people who advocate for diversity. The campaign calls on individuals to take one action relevant to their lives that promotes diversity and inclusion--from experiencing another culture through film, food, or museums, to learning about other cultures or countries, or dedicating time to volunteer for that cause.

Reflections

My time at IBM

Success is a partnership and viewing all members of a team as colleagues can lead to greater success.

My career at BNL

Encouraging all people to stretch their job description and learn new skills can lead to a competitive edge.

My Physics Class at SUNY

The workforce of the future will be a very diverse one; if we want to be competitive, we need to learn how to be more inclusive.



Why
Inclusion &
Diversity?

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Our Plan

The future
of EPS

Workforce of the Future

The future workforce will expect an inclusive environment.

How do we attract, retain and advance this workforce?

Sensitivity to differences transcends visible differences (e.g. religion, sexual orientation, disabilities).

Phys 311 Class Photo



109935308
Emily Aviles



102286142
Tony Chan



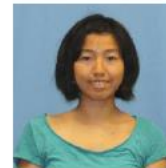
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Catherine Costanzo



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Eshani Goradia



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Rebecca Hassett



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Olivia Hu



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Bria Midgette



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Luciana Mueller



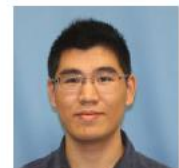
110097598
Samantha Novotny



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Artemis Paik



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Edwin Ramilo



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Weishi Wang



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Crystal Young



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Lily Yuan

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With Inclusion, Diversity will Follow

Until we confront our biases (implicit and explicit) we will not have an inclusive workplace

The challenge is
to understand
our biases and
overcome them

A growing body of literature makes clear that Under Represented Minorities (URM) and women researchers in STEM face discrimination and micro-aggressions or microinequities within their departments in addition to structural and systemic biases.

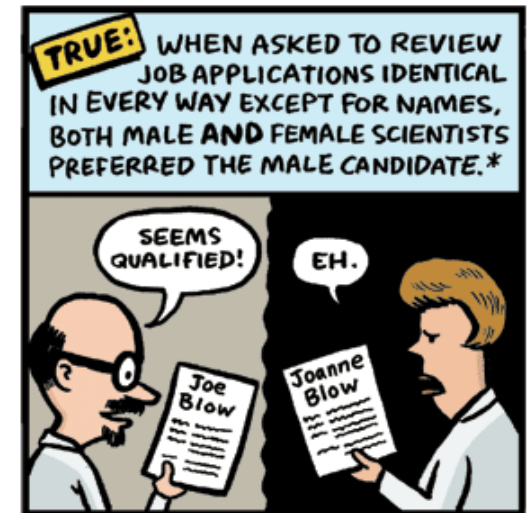
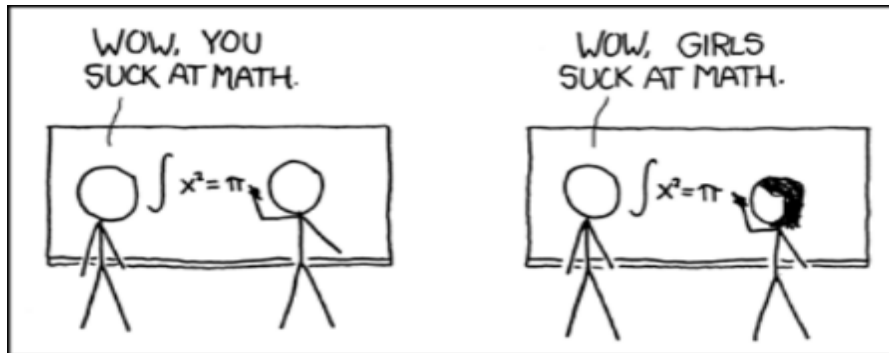


Project Implicit®

<https://implicit.harvard.edu/implicit/takeatest.html>

Implicit Bias and how it Affects our Workforce

Implicit biases are reflected in our attitudes or stereotypes and affect us in an unconscious manner. Implicit biases lead to a non-inclusive environment.



EXAMPLE OF IMPLICIT BIAS:

- Assuming that the woman coming into the hospital room is a nurse instead of a doctor because of her gender expression.
- Assuming that you have to teach an older adult how to use a tech product.
- A store associate following a young person in a store because they are concerned about shoplifting.



Why
Inclusion &
Diversity?

Team Science is Key to our Strategy: An Inclusive and Diverse Culture is Essential

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***Inclusion** is important to
be competitive*

***Diversity** is important for
innovation*

Models

COLLABORATIVE teams **SHINE**

DIVERSE backgrounds bring
DIFFERENT VIEWS

Best
Practices

Key to innovation is that **ALL
VOICES ARE HEARD**

DIVERSITY brings credibility for
future growth

Our Plan

Best ideas are not **ALWAYS**
from the **LOUDEST** voices

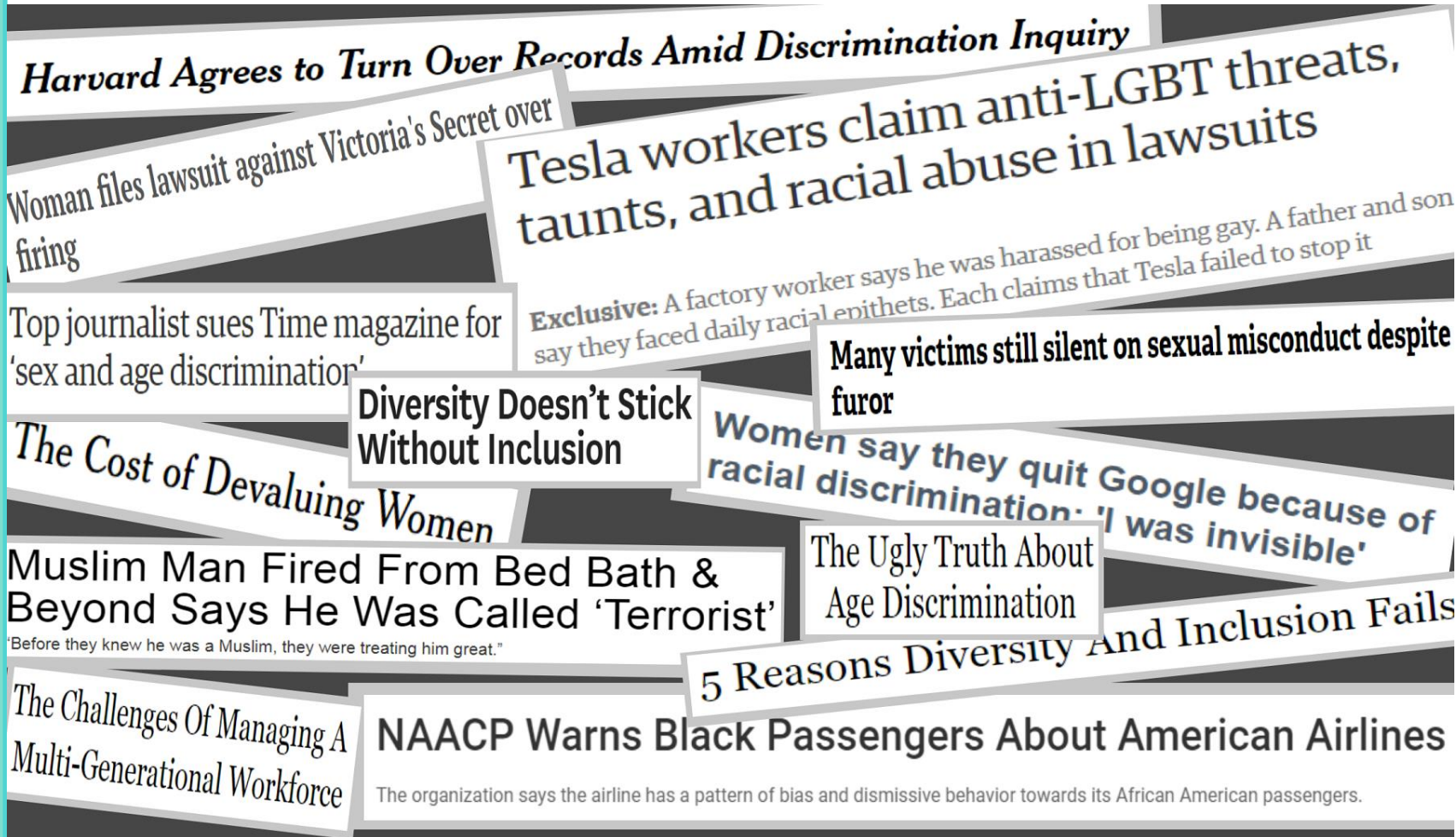
FUTURE workforce **EXPECTS** a
diverse workplace

The future
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There are many reasons people
are reluctant to share ideas: **fear
of mocking, retaliation** or being
drowned out

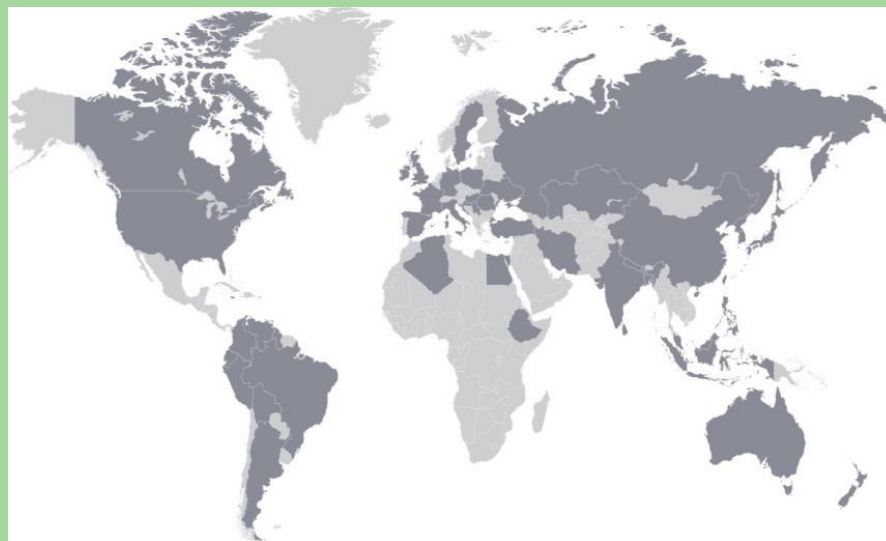
The Problem is Real: Recent Headlines

The problem is felt in all sectors of our society



How are WE doing in the EPS Directorate?

Great in terms of
representation from around
the globe



**Poorly in Terms of Diversity
Women and Under Represented Minorities**

Why Inclusion & Diversity?

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Statistics on Current Workforce

		Men	Women	TOTAL	W/T
CMPMS	Scientific Staff	22	1	23	4 %
	Joint Appts	3	0	3	0 %
	Postdocs	16	1	17	6 %
CFN	Scientific Staff	16	1	17	6 %
	Joint Appts	1	0	1	0 %
	Postdocs	10	4	14	29 %
	Professional (P-X)	7	2	9	22 %
	CHEM Scientific Staff	20	4	24	17 %
	Joint Appts	5	0	5	0 %
	Postdocs	6	2	8	25 %
	SET Scientific Staff	5	1	6	17 %
	Postdocs	1	0	1	0 %
	Professional (P-X)	5	2	7	29 %
	NSLSII Scientific Staff	68	9	77	12%
	Joint Appts	3	2	5	40%
	Postdocs	4	4	8	50%
	Professional	69	4	73	5%

Our hires do not always reflect the available pool

Percentage of Women Who Earned Doctorates (The Pool)

	2015	2016
Condensed Matter Physics	17%	13%
Materials Science & Engineering	25%	27%
Computer & Information Sciences	21%	20%
Chemistry (overall)	40%	37%
Physical Chemistry	39%	33%

Statistics on Current Workforce

Demographics of Directorate Population by Women and URM

URM = black/hispanic/native american

Small discrepancy accounts for cases where ethnicity is not provided

	Men	Women	TOTAL	W/T	Cauc	URM	Asian	URM/T
Management (M)	20	3	23	13 %	19	1	3	4%
Scientist (S1 -S5)	131	17	148	11 %	86	6	56	4%
Joint Appts	10	3	13	23%	10	0	3	0%
Postdocs	39	10	49	21 %	10	6	33	12%
Professional	90	8	98	8 %	67	7	24	7%
Controls	30	4	34	13 %	17	1	16	3%
Technician	101	3	104	3 %	88	11	2	11%
Admin	0	30	30	100%	21	9	0	30%
Total	421	78	499	13 %	318	39	139	8%

Statistical Studies DO NOT Show the Whole Picture

Diversity Traits are not always Visible




Successful MODEL

IBM Recognized Early on the Need for an Inclusive and Diverse Workforce

IBM's Commitment to Diversity



1899



1943



1984

1899 | First woman and black employees hired

1914 | 76 Years before the ADA, IBM hires first disabled worker

1935 | Thomas Watson promises women equal pay for equal work

1943 | At 27, Ruth M. Leach is hired as first woman vice-president

1953 | IBM's first equal opportunity letter, 10+ years before the Civil Rights Act


1984 | Non-discrimination on the basis of Sexual Orientation

2012 | Ginni Rometty appointed as first woman CEO

Policy Letter #1
"hire people...
...regardless of
race, color
or creed."



2012



1935

IBM Research / © 2018 IBM Corporation

IBM as a Model: How to Achieve I&D

IBM today conscientiously follows three basic rules to achieve a workforce that is inclusive and diverse:

ATTRACT

STEM Pipeline

Including high school/
junior high school

Recruitment

Corporate
responsibility

ADVANCE

Sponsorship

Skill Development

Leadership Pipeline

RETAIN

Give Support

Innovative Practices
e.g., flexible work schedules



Diversity Programs Get Results

*“The most effective programs spark **ENGAGEMENT**, Increase **CONTACT** among **DIFFERENT GROUPS**, or draw on people’s **DESIRE** to **LOOK GOOD** to others [peer pressure]”*

The most effective programs that showed more than 20% **change over five years** in the representation amongst managers:

- ✧ Diverse Task Forces
- ✧ Diversity Managers
- ✧ Mentoring



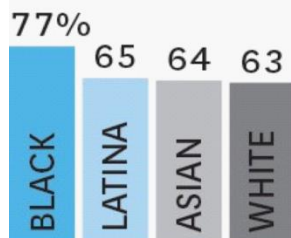
Gender Gaps begin Closing Once Women Find a Culture Where they Feel they Belong

However, treatment of women is very dependent upon stereotyping and implicit biases towards URM's

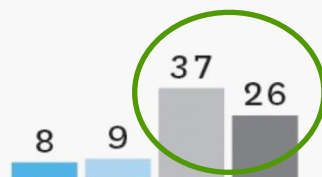


PERCENT OF U.S. WOMEN IN STEM WHO REPORT...

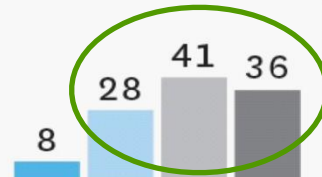
having to provide more evidence of competence than others to prove themselves.



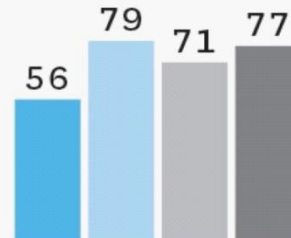
that colleagues have suggested they should work fewer hours after having children.



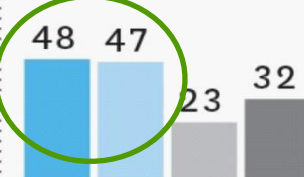
that at work, they find themselves pressured to play a stereotypically feminine role.*



that women in their work environments support one another.



they've been mistaken for either administrative or custodial staff.



*SUCH AS "OFFICE MOTHER" OR "DUTIFUL DAUGHTER."

SOURCE JOAN C. WILLIAMS, KATHERINE W. PHILLIPS, AND ERIKA V. HALL

HBR.ORG

Gender Gaps begin Closing Once Women Find a Culture Where they Feel they Belong

Stereotypes are powerful and depend upon who we are

The Harvey Mudd College Example

Computer science (CS) has been mandatory for decades at Harvey Mudd College with only **10% women graduating well into mid-2000s.**

When the CS department decided to change the culture **women graduates increased** and are above **50%.**

How where the changes implemented?

Promoting the image of women in computer science

Training faculty to avoid stereotyping

Showing female majors relatable role models



Sapna Cheryan Associate Professor of Psychology, University of Washington

<https://www.frontiersin.org/articles/10.3389/fpsyg.2015.00049/full>

Business Case for Inclusion and Diversity

Diversity can boost innovation and employee engagement, and companies with greater gender and racial diversity financially outperform their peers.

CEOs Champion Diversity

ELLEVEST -

Sallie Krawcheck hires people who could bring in new perspectives over those who have similar backgrounds to others in the organization. She felt that the benefits of “**culture add**” (**over culture fit**) needed to be considered as part of the hiring criteria.

YOU TUBE -

Susan Wojcicki said that **diversity** is necessary for preventing homogeneity, falling behind, and **losing** their **competitive** edge.

SALESFORCE -

Marc Benioff said, “Diversity is an important part of our culture of equality. Our employees are telling us that they want to **work for a company that cares about diversity**, and it helps us recruit people whose **values align to ours**.”

STARBUCKS (S) and WIKIMEDIA Foundation (WF) -

Kevin Johnson (S) and Katherine Maher (WF) to fill a **leadership position** require a **diverse slate of candidates** to select from.

Micro-inequities IMPAIR Performance

Subtle, cumulative, and repeated micro-inequities reinforce negative messages that can devalue and discourage employees, affecting an individual's performance and ultimately productivity.

Some unconscious use of language and behavior

- * Using "he" when discussing a position or potential candidate.
- * Frequently mispronouncing someone's name.
- * Confusing the people of color in the workplace with each other.
- * Ignoring an idea when expressed by one employee, but acknowledging it when paraphrased by another.
- * Subtle behaviors (looking at computer, answering cell phone) that indicate a manager/supervisor isn't interested in the conversation with an employee.
- * Norms that allow heterosexual, but not LGBTQ, personnel talk about what they did on the weekend with husbands, wives, or family.

Achieving OUR Vision for EPS

Inclusion & Diversity Council

Building a vision that takes us from the I&D reality to a welcoming and empowering environment that leads to great science

Recruitment

Understanding the expectations today's and future workforce to develop a strategy for an effective and dynamic process

Communication

Creating a supportive environment by fostering communication channels that allow ALL to be heard

Establishing I&D Goals

Supporting an engaged leadership and establishing a supportive governance



Inclusion and Diversity Council

- **MISSION:** Create a welcoming and empowering work environment that allows ALL members of the staff to participate in the directions and decisions within the directorate independent of diversity traits such as gender, race, sexual orientation, age, cultural background so that ALL are an integral part of the directorate.
- **ROLE:** To advise the ALD for EPS and help implement improvements on the following I&D Issues (next pages).
- **MEMBERS:** Co-chairs: Diane Cabelli, Vivian Stojanoff; Members: Michael Cowell, Ken Evans-Lutterodt, Mike Bebon, Grace Webster, John Tranquada, Stasia Scocca.



Inclusion and Diversity Council Charter

Facilitate the Recruitment, Advancement and Retention of a diverse workforce within the directorate

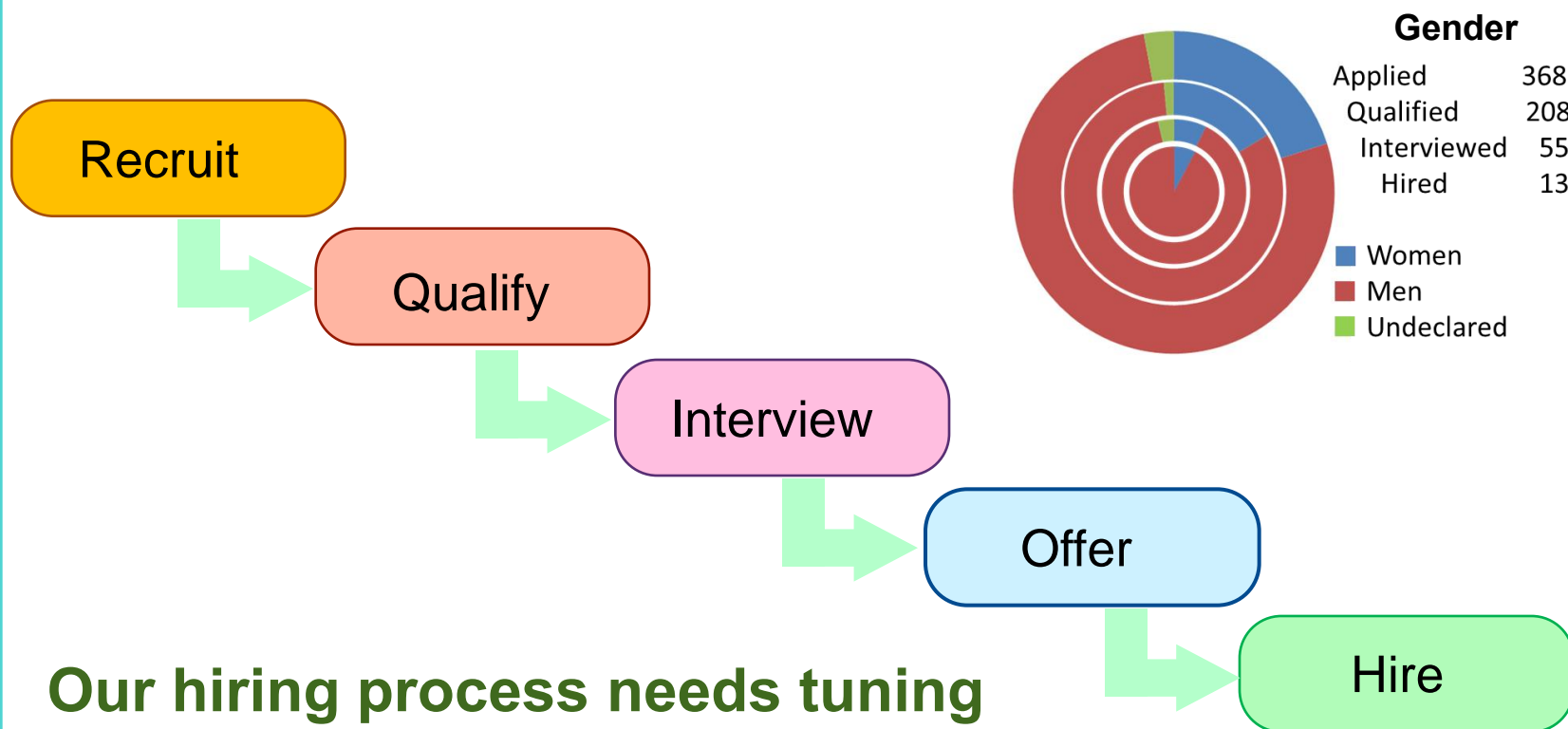
Advise ALD on Best Practices to attain an inclusive and diverse work environment

Create and Enable better Communication practices where ALL Voices are heard

Assist ALD in the development of a sustainable diverse and inclusive workplace



Is our Hiring Process Serving our Goals?



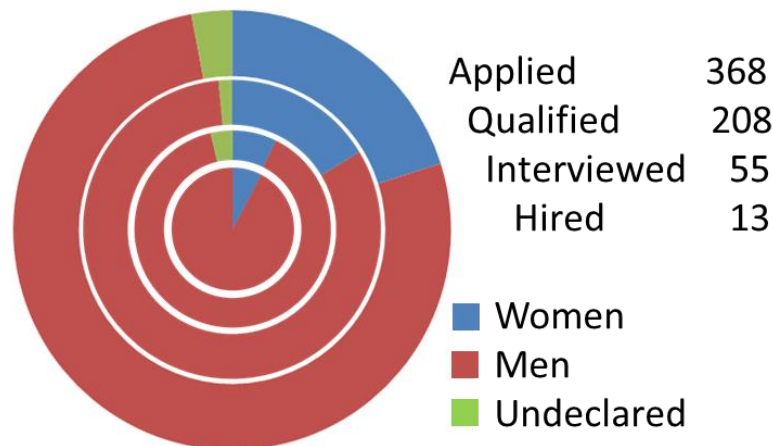
Our hiring process needs tuning

- * Candidate pools lack diversity
- * Diversity decreases through each step of the process.

Is our Hiring Process Serving our Goals?

Appointments by Gender (data collected from FY2016 through FY2017 for 21 months)

Scientists S-1 through S- 5



Women have substantially lower success rates than men

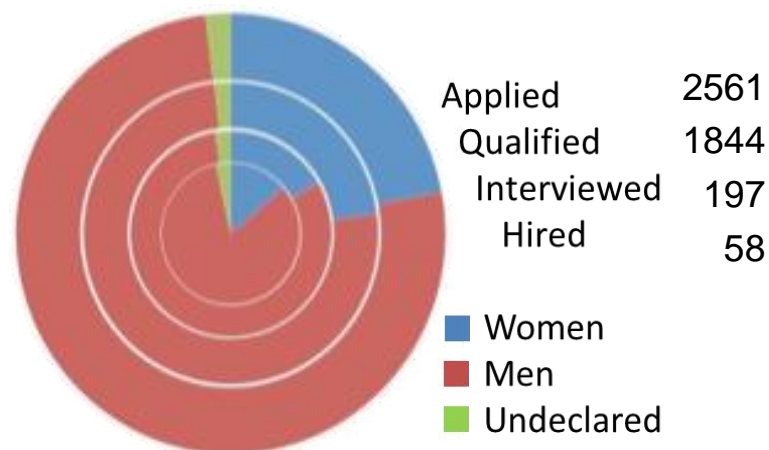
As Percentage of Total Applications

Qualified - 16% women / 77% men

Interviewed - 7% women / 89% men

Hired - 8% women / 92% men

Managers (M), Professionals (P, I), Research Associates (RA)



As Percentage of Total Applications

Qualified - 23% women / 75% men

Interviewed - 17% women / 81% men

Hired - 14% women / 83% men

Is our Hiring Process Serving our Goals?

Appointments by RACE (data collected from FY2016 through FY2017 for 21 months)

As Percentage of Total Applications

Applications - ~2 % Black and ~3% Hispanic, 7 % compared to 88% Asian and Caucasian

Qualified - 2 % Black and 3 % Hispanic, 6 % undeclared applicants compared to 89% Asian and Caucasian

Interviewed – 0.8% Black and 4% Hispanic, undeclared 8 % qualified compared to 87% Asian and Caucasian

Hired – 0 % Black and 6 % Hispanic, undeclared 7%, and 86% Asian and Caucasian

NO Black applicants are hired

Administrative Staff and Technical Staff:

There were only 10 hires in this period

Administrative Staff ONLY women while Technical Staff LARGELY men

Current Hiring Process Limits Diversity

EPS ALD commissioned EPS Team to research best hiring practices consistent with Laboratory principles

Research Shows:

Job advertisements with subtle male gender-biased wording discourage women from applying – limiting our pool of diverse applicants

Unstructured interviews are unreliable in predicting job success

Structured interviews based on job-relevant criteria minimize bias

If the final candidate pool has only one minority candidate he or she has virtually no chance of being hired; if there are two, the odds of hiring a minority candidate is 194 times greater

**HR has improved Lab's hiring process to be more "Diversity" oriented
EPS is enhancing it by adding a few features**

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Revised EPS Hiring Process

General:

"Interprets" the new HR Subject Area, describing EPS-specific actions to implement the SA requirements; increased emphasis on planning throughout the process

Recruiting:

Announcements screened for "neutral" wording; realistic expectations for candidate pool based on available statistics

Interview and Evaluation:

Diverse interview and evaluation panels; standard question set designed to job-relevant only requirements; objective for each question



Inclusion:

A sponsor to assist with assimilation; entrance interviews

Energy and Photon Sciences Directorate Process Description: Hiring and Onboarding / Inclusion EPS-PD-001 RD 4-17-18			
Revision History			
Revision	Description	Reviewers	Date
0		C. Black A. Harris J. Hill R. Kunk P. Loney T. Menden T. Starks P. Zisch	

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4.0 Management Responsibility for EPS Hiring Actions

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Appendix A – Entrance Interview Question Set

Appendix B – Hiring and Onboarding Process Measures and Metrics

Appendix C – Appendix D – Process Flow Diagram

We will pilot this process starting May

Improve Communication

SUGGESTION and COMMENT BOXES



The **purpose** of the suggestion and comment boxes is to support the mission of the E&PS I&D Council: **Empower ALL members of the staff to become an integral part of the directorate**

The **goal** is to provide an anonymous media, if that is the choice of the staff member, to communicate with management

Suggestions will be **collected** by the E&PS, I&D Council on a weekly basis and brought to the attention of management at their monthly meeting

EPS Peer Counselor Program

EPS is introducing an informal avenue that provides a safe place for EPS staff to discuss concerns that fall outside of a formal complaint that requires investigation through the Lab-Wide Employee Support System

Available for EPS staff who would like to “talk” about something that is on their mind and gain some advice or counsel

EPS Counselors

- ✦ Are members of the EPS I&D Council
- ✦ Are available to talk, listen, advise and assist staff with problem resolution
- ✦ May work with a staff member to help resolve an issue but does not represent an investigative body

These “talks” will remain confidential to the extent possible. However, if there is a potential violation of law, DOE Regulations, and/or BSA policy, the EPS Peer Counselor must promptly refer the matter to the EPS HRM for appropriate action and resolution.



EPS Peer Counselors

Four Principles Guide the Work of this Program:

Neutrality

The Counselor is here to listen but does not advocate; instead the Counselor facilitates communication and assists parties to reach mutually acceptable conclusions.

Confidentiality

The Counselor will only initiate communications at the behest of the visitor. The exception to this is any suspicion of imminent harm or violation of BNL policies.

Informality

The Counselor tries to help people resolve conflicts as early as possible and at the lowest possible level. No formal records are kept.

Independence

The Counselors report only to the ALD of EPS. The office does not replace a formal complaint process.



The EPS Peer Counselors

Diane Cabelli
EPS Special Assistant for I&D
I&D Council Co-Chair
x4361, Bldg 555, Office 170

Vivian Stojanoff
I&D Council Co-Chair
X8375, Bldg. 745, Office 5-113

Michael Cowell, x7076

Ken Evans-Lutterodt, x2095

Stasia Scocca, x3979

John Tranquada, 7547

Grace Webster, 3227

*Please avail yourselves of the services of any of the peer counselors,
independent of the division/department where you work. Consult the EPS
Diversity Web Page for additional information.*



What Will YOU DO?

Each one of YOU will develop YOUR own I&D Performance Goal



SET GOALS

1. YOU **choose** Your **goal** and obtain your supervisor's agreement
2. Your goal should be something **YOU** are **comfortable** with and **passionate** about

BUT: It must improve the EPS Directorate I&D culture

Setting Your Own I&D Goals

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*Look for
behavior in
ourselves that
is exclusionary
and find more
inclusive
behavior*

Learn techniques to
elicit input from the
widest array of
participants

Set meeting times to
maximize relevant
staff attendance

Ensure all relevant
stake-holders are
represented and
engaged. Those
charged with
implementing a
process are
stakeholders

Have people
personally and
directly impacted
by the decision
been consulted
where possible?

Ensure all parties
feel empowered
enough to include
others who may
have been
accidentally
overlooked.

Host tours for
groups
representing
Under-
Represented-
Groups/Minorities
(URM).

*Mentor a
summer student
from a URM*

Mentor and guide a
new staff member
outside your own,
self-identified
“group”

Bring BNL
science to lower
performing public
school districts

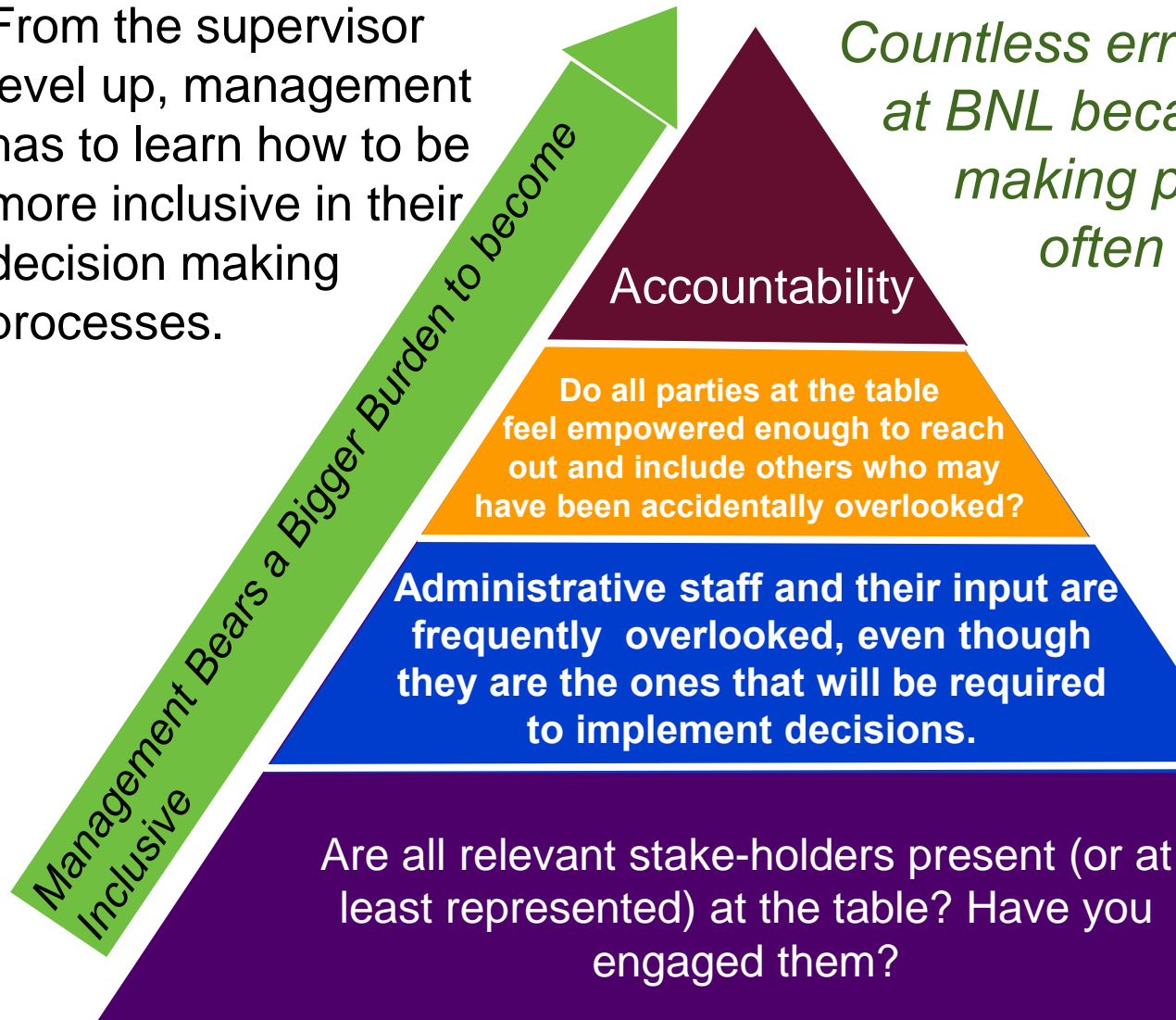
Take I&D training
modules that help
you to improve the
I&D environment
around you,
communicate better

Use your external
networks to
identify potential
candidates from
URMs for BNL
consideration

Management Bears a Bigger Burden to Become Inclusive

From the supervisor level up, management has to learn how to be more inclusive in their decision making processes.

Countless errors are made at BNL because decision making processes are often not inclusive.



Promoting Cultural Change



I&D goals for J. Misewich

- Value contribution of others in meetings and groups; positively acknowledge different thoughts and perspective.
- Review membership for balanced representation on key committees; promote staff development through team work for a diverse staff.
- Encourage women and minority postdocs and scientists to apply for LDRD Funds.
- Attend talks and events sponsored by BWIS and encourage staff to attend the talks and events.

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The Future of BNL Science Depends on our Success in Inclusion and Diversity

Our goal is to have everyone come to work every day feeling that they are an empowered and respected member of a team that can do great science;

This requires understanding that we all have implicit biases and we must challenge them and understand them;

If we do that, we will have a more inclusive culture in our directorate, which will lead to a more diverse workplace;

Our tools in the quest for a cultural change include our hiring process, performance goals, peer counselors, suggestion boxes;

As always, we must constantly and honestly reassess ourselves and our processes for value and success.

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**This is very hard
but
the rewards are great!**